

Impact of Master in Business Administration Program to its Graduates' Job Performance

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Abstract - *Taking graduate studies is a lifelong learning commitment that brings more opportunities for personal growth and professional development. It is not just a status symbol but rather an obligation that builds greater responsibility to improve performance. This study aims to identify the employment status of the MBA graduates from one Philippine Higher Education Institution. It is also the focus of this study to describe the impact of MBA program after graduation in terms of job performance. Descriptive type of research method was utilized in the study with 61 MBA graduates. Result showed that all surveyed MBA graduates or 100 percent are presently employed locally during the data gathering. The MBA degree program gives them better opportunity to get new jobs, to be in a regular or permanent status and be considered for a job promotion. Furthermore, salaries and benefits as well as career challenge are some of the common reasons of MBA graduates for staying in their current jobs. They see themselves in five-years time as productive employees with higher responsibility who contribute to the attainment of company's vision. They believed that the MBA program improves the way they perform their respective work assignments in relation to personal and professional growth. It enhances their job performance and interest to further commit their time and effort to better serve all the stakeholders. The finding of the study is an evidence that improving one's knowledge is one way of breaking mediocrity. Understanding how people will benefit from graduate studies is an edge to see clearly the full potential in continuously improving the performance.*

Keywords: *commitment, competence, credibility and collaboration*

INTRODUCTION

Having an advanced degree is not always an issue among those employees who are about to be promoted. But it is always an edge over those bachelor's degree holders to be considered in the selection because of the commitment of these people who have goals of improving their craft and be different in terms of educational background. From the study of Fahy, Spencer and Halinski [1] found out that the major impact of graduate program completion was on personal confidence, credibility as seen by others, and promotion potential. Meñez [2] stated that earning Master's degree is a self-fulfillment based on interviews with some of the MBA graduates from her previous study. Since most of the employed MBA graduates were deployed in private educational institution, they took the program as part of their educational benefits, and consider their enrolment a profitable personal venture. However, Knowles and Hensher [3] noted that there is little doubt that the traditional business program fails to produce students with many of the soft skills demanded by employers.

Therefore, interpersonal and behavioral skills are necessary to be developed among the students in honing their capacity to become committed, competent, credible and collaborative future leaders.

Some college graduate students would probably take post-baccalaureate or even higher and advanced degree for them to be considered for higher responsibility and position. That is the common concept and view of students enrolled in graduate studies. But thinking on how they can enhance their job performance based from the learning outcomes of their courses is another thing they might consider as notable and laudable goal. This is a lifelong learning commitment that brings challenges on how to lead a journey towards the fulfillment of the company's vision into reality [4]. The issue of the direct impact of this advanced degree to the job performance of the graduates is the focus of this study. Only the perspective of the graduate students has been considered in the study if the outcomes of the MBA degree program have possible direct utility value to their job performance but never consider in the present

study the opinion of their respective immediate heads or superiors.

This study uses insights from human capital theory [5] to explain how education helps the employees to improve their job performance based from the learning outcomes of their completed Master's degree program in Business Administration. In human capital theory as cited in Benson et al. [6], skills are viewed as enablers of productivity that firms compensate individuals for through wages. Olaniyan and Okemakinde [7] noted that the focus on education as a capital good relates to the concept of human capital, which emphasizes that the development of skills is an important factor in production activities. It is widely accepted that education creates improved citizens and helps to upgrade the general standard living in a society. Meanwhile, Ng and Feldman [8] emphasized that educated employees, as a group, perform more effectively at task, citizenship, and counterproductive performance, and that certainly augurs well for the fulfillment of managers' expectations of highly educated workers.

Learning is always a significant part of educational process that seeks to develop and strengthen the knowledge, skills and values of every learner. Academic institutions of higher learning are constantly generating graduates who are capable of applying technology and knowledge-based information to the nature and demands of their work environment [9]-[11]. The purpose of any educational institution is to provide quality human resources acceptable to employers and society [12].

Graduate Schools provide an environment for professionals to take an advanced degree programs to intensify their chosen career paths. The Master in Business Administration (MBA) is among those professional degrees that prepare the student to enter the world of business and employability or professional advancement may therefore be a desired outcome [13].

Any Quality Assurance mechanisms either locally or internationally recognized that is being utilized and adopted by the HEIs must reflect on the quality of their graduates which is one way of measuring the performance of an institution [14]-[15]. The graduate of MBA program shall be competent and successful business leaders, managers, industry and academe practitioners who possess the required professional skills in leadership and management of business enterprises and organizations and who can apply the universal humanistic values and contribute to the growth and development of their community. MBA graduates shall be responsible professionals who can

apply research skills as well as quantitative analysis or other problem solving techniques in their work environment as employees, business partners or entrepreneurs [16].

Tracking the employment status of MBA graduates would provide baseline information on how they obtained relevant job assignments and performed their duties in the industry or academe. Employment means any type of work performed or services rendered in exchange for compensation under a contract of hire which create the employer and employee relations. Bacong and Encio [17] emphasized that job performance can be enhanced through positive employee relation in order to maintain healthy and strong working environment.

The concept of employability revolves around the skills and competences of the graduates towards their motivation to find a job related to social, economic and cultural determining factors and its diverse effects on work-related, personal, economic, health-related and unemployment effects [18], [10]. One of the factors that determine the effectiveness of an academic institution is through the employability of its graduates. Assessing the effectiveness or impact is an important part of the process in quality management system to determine the areas need for further improvement [19]. The quality of graduates is very much a function of quality instruction and facilities because these will help ensure that graduates are equipped with the knowledge, skills and values that will enable them to work in their respective field [20]-[23].

Academic institutions are also business enterprises that cater to the requirements of the clients and stakeholders. A commitment of addressing the gap is an utmost concern of this study to make the curriculum relevant to the needs and demands of the industry and the customers for sustainable graduate degree program and economic development. Assessing the impact of the MBA degree program to the job performance of the graduates is one way of measuring the success of the program as well as its weaknesses on what areas it needs to be improved in order to deliver quality programs to the stakeholders.

OBJECTIVES OF THE STUDY

The study aims to identify the Employment Status of the MBA graduates from one Philippine Higher Education Institution; to determine the impact of MBA program after graduation in terms of job performance; and to test the significant difference on the impact when the MBA graduates are grouped according to selected profile variable.

METHODS

Research Design

The study used a descriptive type of research method. In descriptive-survey method research, participants answered the questions administered through questionnaires. After the participants answered the questions, researchers described the responses given.

Participants

This study focuses on the 71 MBA graduates of one higher education institution in the Philippines from 2013 to 2015. Total population of graduates served as the actual respondents.

Table 1. Frequency Distribution of MBA Graduates According to Year of Graduation with corresponding number of actual respondents

Year	Total Population	Actual Respondents	%
2015	14	12	85.7
2014	32	27	84.4
2013	25	22	88.0
Total	71	61	85.9

Out of 71 total populations of MBA graduates from 2013 to 2015, there are 61 or 85.9 percent of them responded to the questionnaire sent through email and social media using Google Forms as online platform.

Instrument

A survey questionnaire was used in the study to gather pertinent data about the employment status, impact of MBA program to job performance. In order for the survey to be both reliable and valid, it is important that the questions are constructed properly [24]. The instrument used to determine the employment status of the MBA graduates was adapted from the Graduate Tracer Study prescribed by the University while the impact of the MBA program to the job performance of the respondents was adapted in the Performance Appraisal for Non-Teaching Personnel of University based on leadership brand of 4Cs with the permission from the Director of Human Resource Development and Management. This was content-validated by the Dean of Business Administration, Vice-President for Academics and Research and one Language teacher. It was also tested the reliability with Cronbach's alpha value of 0.877 which has good internal consistency.

Procedure

Names and email addresses of the MBA graduates were obtained from the Strategic Communications and Alumni Affairs Office. The respondents were informed regarding the purpose of the study. The data gathered were treated with strict confidentiality and solely used for the purpose of this study. Questionnaires for the graduates and employers were sent to them through Facebook and Electronic Mail from February 25 to April 30, 2016. They were informed regarding the purpose of the study and assured of the confidentiality of data provided in the study. The anonymity of each respondent was observed since their names were not included in the encoding of data.

Data Analysis

Weighted mean, frequency count and percentage were used to describe the employment status of the graduates and t-test was used to test the difference on the impact of MBA degree to job performance in terms the degree of relevance of their current work to business administration and percentage of increase in salary.

The given scale was used to interpret the result of the study: 3.51 – 4.00: Very High Impact (VHI); 2.51 – 3.50: High Impact (HI); 1.51 – 2.50: Moderate Impact (MI); 0.51 – 1.50: Low Impact (LI); 0.00 – 0.50: No Impact (NI)

RESULT AND DISCUSSION

Table 2. Distribution of Surveyed Graduate-Respondents

Year	Employed (f)	Percentage (%)
2013	22	100
2014	27	100
2015	12	100
Total	61	100
Location of Employment		
Local	61	100
Abroad	0	0

It is very evident that 100 percent of the surveyed MBA graduates from 2013 to 2015 were employed locally during the data gathering which is higher than the result of employment rating which is 96 percent from 2008-2012 based on the study of Menez [2] among MBA graduates from the same university. The MBA graduates choose to stay in the country and fulfill their profession while living with the family. Master's degree is one of the requirements for most companies in order to promote the employees from their current

position. It gives certain level of accomplishment for the employees to finish higher degree of education which means they can handle higher responsibilities and assignments in the organization. Majority of these students enrolled in the program are already previously employed and they finished the degree as part time student while having a full time job. They just wanted to see what will happen in their career when they completed the MBA program. Findings of the study of Hay and Hodgkinson [25] revealed a diversity of meanings given to MBA career success, with success generally being expressed in much broader terms than conventional notions of fast track career advancement. However, the finding of this study is contrary to the cited issue of Joshi [26] in India that nearly 10 – 20% of young boys and girls with fascinating MBA degrees - obviously a part of much publicized demographic dividend – are not able to get jobs they aspire for. The most common complaint is that they do not possess basic skills necessary for jobs that they seek.

Table 3. Employment Status and Job Level Position Before and After MBA Graduation

Employment Status	Before		After	
	f	%	f	%
Regular/Permanent	44	72.1	55	90.2
Casual/Contractual	11	18.0	3	4.9
Self-Employed	3	4.9	3	4.9
Unemployed	3	4.9	0	0.0
Job Level Position				
Rank or Clerical	27.0	44.3	10.0	16.4
Professional, Technical or Supervisory	25.0	41.0	33.0	54.1
Managerial or Executive	9.0	14.8	18.0	29.5

There are 44 graduates or 72.1 percent having regular or permanent status and 11 or 18 percent with casual or contractual status before MBA graduation and the number of regular/permanent status increases to 55 or 90.2 percent and those graduates with casual/contractual status decreases to 3 or 4.9 percent after MBA graduation. There are also 3 or 4.9 percent having no employment before graduation and landed the job after MBA graduation. Meanwhile, the three (3) graduates who are self-employed before MBA graduation were still self-employed after they finished the degree program.

This signifies that MBA program might help those employees under contract to get better opportunity to have regular status and be employed again. Most of them were given the greater chance to move in the corporate ladder from rank or clerical to technical or

supervisory until they achieve the managerial position. Knowledge and skills acquired from advanced studies are important aspects in job promotion as well as the attitude towards work and behavior in certain condition or situation in the organization. Mihail and Elefterie [27] noted that MBA studies have a positive effect on skills, employability and compensation and a much moderate effect on career advancement.

Number one requirement for teachers in the institutions of higher learning is the completion of Master's degree before they can be considered for regularization aside from other conditions and policies of the company for this purpose. A growing number of employees and newly graduates must be fully equipped with knowledge and skills to be competitive in their respective field [28]-[30]. Attending advanced studies in business administration provides wider perspective on leadership and management towards the attainment of corporate vision and mission. It keeps on giving up-to-date information on how to deal with problems and issues on a certain level or degree of responsibility.

Therefore, professionals are now seeking for advanced studies in the graduate school to enhance their knowledge and skills that can be of great help to effectively and efficiently perform their work assignments. They keep on believing that they need to wait the right time for them to be considered for the next promotion and one of their preparations is through taking advanced studies wherein their experience in the company will be supported by their educational background.

Table 4. Reason(s) for staying on the job

Reason(s) for staying on the job	f	%
Salaries and benefits	45	73.8
Career challenge	39	63.9
Related to special skill	24	39.3
Related to MBA	21	34.4
Proximity to residence	19	31.2
Peer influence	3	4.9
Family influence	9	14.8

*Multiple Responses

Salaries and benefits (73.8 percent) served as the number one (1) with the most number of graduates answered as their reason for staying on the job followed by career challenge (63.9 %) and related to special skill (39.3%) while the least reasons are family (14.8 %) and peer (4.9%) influence. Celis et al. [21] also noted that salaries and benefits play a big role in staying or leaving the first job.

It is considered rewarding for a job with higher salaries and numerous benefits being given by the

company to its employees. It serves as extrinsic motivating factor to stay the employees in the company especially if they have proper orientation and awareness on how they will be given opportunity for professional growth and on how they see themselves five (5) to ten (10) years as member of the organization. The career path they are currently heading to gives them a sort of confidence that they are still on the right track with the skills related to business administration and the attitude they possessed towards work.

It is worthy to note in Table 5 that 31 or 50.8 percent of the graduates answered that their present job is much related to business administration while 24 or 39.3 percent have very much related job and only 6 or 9.8 percent of them have slightly related jobs to business administration. Almost 90 percent of them have much to very much related jobs to business administration.

Table 5. Relevance of present Job to Business administration, Length of stay in the present Job and Estimated Percentage of Increase in Gross Monthly Earning After MBA Graduation

Relevance of Present Job to Business Administration	f	%
Very Much Related	24	39.3
Much Related	31	50.8
Related	-	-
Slightly Related	6	9.8
Not Related	-	-
Length of stay in the present Job		
6 months and below	7	11.5
7 to less than 1 year	-	-
1 year to less than 3 years	16	26.2
3 years to less than 5 years	9	14.8
5 years and above	29	47.5
Estimated Percentage of Increase in Gross Monthly Earning After MBA Graduation		
No increase yet	3	4.9
1% to 5%	9	14.8
6% to 10%	17	27.9
11% to 15%	6	9.8
more than 15%	26	42.6

This signifies that they can really apply what they have learned from the graduate program as they go along with the business operations of their respective companies. The relevance of the job to educational qualification is always necessary to consider in the hiring process of the human resource management in

order to avoid job mismatch to the skills of the employees. Expertise on the job assignment is an essential element of productivity that gives huge contribution to the success of the business enterprise.

Almost half of them or 47.5 percent stayed in their present job for more than 5 years and 26.2 percent of the graduates have length of service with 3 years to less than 5 years. The least group of graduates has stayed for less than 6 months (11.5%). It is not easy to establish respect and trust from other people in the company. It entails a lot of good work and requires great interpersonal skill to get along with all the people in the organization with diverse cultural background. Staying on one job for several years and studying the culture of the organization and being with them in solving current issues and challenges would give a clear picture on what role a person needs to portray in the company which is already beyond the weight of the salaries and benefits.

There are more than 15% increase in salary was received by the 26 or 42.6 percent of the MBA graduates while between 6 to 10 percent increase was given to 17 or 27.9 percent. Nine (9) or 14.8 percent of them received 1 to 5 percent increase and 6 or 9.8 percent received a salary increase between 11 to 15 percent. However, 3 or 4.9 percent of them still haven't received any increase yet. The given percentage of increased is based on the size and capability of the company to provide with the employees. It does not necessarily mean by this result that those who received low percentage of increase are also those employees with low salary. There might be some cases even they received low percentage of increase they still get higher than those with high percentage of salary increase. Eide and Showalter [31] described Human capital theory which suggests that individuals invest in education in anticipation of a wide range of benefits, most empirical work has focused on the monetary rewards of increased earnings.

Table 6 presents the impact of MBA Program to the present job performance of the graduates. MBA program provides a high impact on the present job of the graduates that improves their performance in keeping orderly and up-to-date records and submits ahead of time accurate, reliable, complete and presentable reports (3.05) and in applying sound reasoning and good judgment (3.00). Meñez [2] mentioned that "graduates of Master's degree believed that their skill acquired is counted as contributory to their efficiency and effectiveness in performing their new task" (p.17).

Table 6. Impact of MBA Program to Present Job Performance

Competence	WM	VI	Rank
MBA Program improves my job performance in...			
1. providing accomplished volume of work that exceeds the expected output within the desired time frame	2.95	HI	3.5
2. performing tasks using appropriate application of technology with very little supervision	2.79	HI	5
3. applying sound reasoning and good judgment	3.00	HI	2
4. recommending new ideas, methods or improvisation to make the work better	2.95	HI	3.5
5. keeping orderly and up-to-date records and submits ahead of time accurate, reliable, complete and presentable reports	3.05	HI	1
Composite Mean	2.95	HI	
Commitment			
1. accepting willingly and performing leadership roles in various activities with an exceptional sense of duty and dependability	3.05	HI	1
2. providing necessary support, service and assistance for the welfare of the organization	2.84	HI	3
3. demonstrating passion for execution and sense of urgency in all tasks	2.68	HI	4
4. transcending personal needs when organizational concerns need to be attended to	2.63	HI	5
5. participating in making decisions and implementing the activities based on strategic plans.	3.00	HI	2
Composite Mean	2.84	HI	
Caring			
1. Fostering the sense of family in the workplace by helping co-employees with difficulty in completing some tasks	2.84	HI	5
2. Maintaining harmonious and friendly relations with superior, peers and subordinates through respecting their individual differences	3.16	HI	1.5
3. Showing marked interest and pride in the present job by completing tasks on time	3.05	HI	3.5
4. Promoting positive image of the department through serving customers effectively	3.16	HI	1.5
5. Demonstrating the significant values of the organization in achieving its vision and mission	3.05	HI	3.5
Composite Mean	3.05	HI	
Credibility			
1. becoming a model of leadership who adheres to the policies, rules and regulations of the organization	3.16	HI	4
2. practicing honesty, fairness and transparency in all my business transactions with the stakeholders	3.26	HI	2
3. protecting and preserving company's property through careful and wise use of the resources	3.05	HI	5
4. demonstrating professionalism in dealing with colleagues	3.21	HI	3
5. setting oneself as an example of moral and ethical behavior to all stakeholders	3.32	HI	1
Composite Mean	3.20	HI	

Buenviaje et al. [32] also noted that the application of acquired knowledge and skills from the MBA program of the graduates to their respective work assignments is equated to an enhanced experience for continuous learning as well as work related skills that are essential drivers of productivity and efficiency.

Putting learning into practice is the way graduates explore the possibilities of making improvement in the old manner they do their tasks or assignments. Having given greater responsibilities in the department or in the organizations makes value to the knowledge and skills gained from the degree program in the graduate school.

They also apply business leadership and management concepts and principles that are suitable to their respective work environments. Knowing something about the issues and challenges of businesses in the Philippines and abroad provides greater view on how to offer solutions based on sound reasoning that would contribute in creating strategic plans of the company.

It also improves their performance in providing accomplished volume of work that exceeds the expected output within the desired time frame (2.95) and recommending new ideas, methods or improvisation to make the work better (2.95).

However, performing tasks using appropriate application of technology with very little supervision (2.79) obtained the least score with high impact verbal interpretation. The computed mean score of 2.95 implies that the MBA program provides high impact on the job performance of the graduates in terms of competence. Mastery of the job assignments makes them work faster than the usual. In addition to that fact, further background and information in terms of managing the operations and leading techniques in financial and resource management serves as their guide to offer suggestions and some innovations on how to increase business performance. Meanwhile, technology-based approach to business is still work in progress among the organizations due to expensive acquisition of those devices, equipment and application software to improve productivity. Latest trends and updates in technology should not be the least priority of the business enterprises in order for their people to keep abreast of the information technology that is in demand and be updated every now and then.

MBA program provides a high impact on the present job of the graduates that improves their performance in accepting willingly and performing leadership roles in various activities with an exceptional sense of duty and dependability (3.05) and participating in making decisions and implementing the activities based on strategic plans (3.00). It also provides high impact in providing necessary support, service and assistance for the welfare of the organization (2.84) and demonstrating passion for execution and sense of urgency in all tasks (2.68). Developing or enhancing leadership perspective is part of the curriculum to prepare the students for higher responsibilities. Eagerness to fulfill duties and obligations based on their commitment to participate in decision making is a manifestation of their passion and dedication to be part of the growing demand of the business companies in effecting change and innovations. Voegtlin et al. [33] emphasized that responsible leadership draws on the theory of discourse ethics and deliberative democracy which conceptualizes leadership as leader-stakeholder interaction that implies an ethical qualification, and proposes consensual solutions as an effectiveness criterion.

However, transcending personal needs when organizational concerns need to be attended to (2.63) obtained the least score with high impact verbal interpretation. The computed mean score of 2.84 implies that the MBA program provides high impact on

the job performance of the graduates in terms of commitment.

Maturity and professionalism are vital traits in the trade wherein very often, a systematic approach and a broader perspective are the results of experience in the field through possessing strong work ethics which is essential in achieving the goals of the organization [34]. Giving higher duties and responsibilities makes them feel more valued as part of the organization. MBA graduates are matured enough to recognize their accountabilities and the consequences that will occur once failure happens in the team. It helps build a community of people with sense of urgency, unity and commitment to the organization that every decision they make based on their plans, they ensure that everyone will support each other to correct the mistakes and learn the lessons from their experiences.

MBA program provides a high impact on the present job of the graduates that improves their performance in maintaining harmonious and friendly relations with superior, peers and subordinates through respecting their individual differences (3.16) and promoting positive image of the department through serving customers effectively (3.16).

Understanding human behavior in organization is one way of paying attention and respect to the strength and weaknesses of every individual in a team while the success of department's goal is considered a team effort but nobody will be blamed if it fails. Graduate studies trained the students how to become open minded with growth mindset in complex situation. They can build bridges to bring ideas into reality while maintaining the balance of the organizational atmosphere. Palmiano et al. [35] noted that teamwork in the workplace offers the organization and staff the ability to become more familiar with each other, learn how to work together, and commit to the organizational goals.

Communicating with different people also requires a higher level of understanding of people's nature and attitude [34]. MBA program also provides high impact in showing marked interest and pride in the present job by completing tasks on time (3.05) and demonstrating the significant values of the organization in achieving its vision and mission (3.05). However, fostering the sense of family in the workplace by helping co-employees with difficulty in completing some tasks (2.84) obtained the least score with high impact verbal interpretation. The computed mean score of 3.05 implies that the MBA program provides high impact on the job performance of the graduates in terms of caring.

MBA program provides a high impact on the present job of the graduates that improves their

performance in setting oneself as an example of moral and ethical behavior to all stakeholders (3.32) and practicing honesty, fairness and transparency in all their business transactions with the stakeholders (3.26). The value of ethical principles and practice in doing business transactions is being integrated in the curriculum through having case studies where code of ethics, existing policies and company culture are important aspects in making relevant and sound decision as managers. The character of students is honed through integrating the core values of the University in all courses that made them aware of what is expected of them to deliver for their outputs and require them to behave based on the educational philosophy of the founder Dr. Jose P. Laurel to act with fairness and justice.

It also provides high impact in demonstrating professionalism in dealing with colleagues (3.21) and becoming a model of leadership who adheres to the policies, rules and regulations of the organization (3.16). A captivating and impressive personality is important for MBA graduates having a work profile where they have to interact with clients from different nations and head different kinds of projects. A strong and impressive personality is a result of two important traits that include confidence in one's abilities and a superior choice. MBA graduates have to possess these two qualities to make a lasting impression [34].

However, protecting and preserving company's property through careful and wise use of the resources (3.05) obtained the least score with high impact verbal interpretation. The computed mean score of 3.20 implies that the MBA program provides high impact on the job performance of the graduates in terms of credibility.

The study of Camuffo, Gerli, Borgo and Somià [36] revealed that the degree of competency development during the MBA programme enhances career advancement, and that some competencies, like planning, result orientation, networking, organizational awareness, system thinking and use of technology, do so particularly, which is consistent with literature on career competencies.

The leadership brand of the University in terms of competence, commitment, credibility and collaboration makes the MBA graduates of the university under study different from the graduates of other universities. The impact of MBA program to the graduates are measured using 4Cs in order to demonstrate its relevance to the outcomes of instruction, research and extension service of the University. The general findings reveal that the MBA program improves the way they perceive work as

part of their personal and professional growth. It enhances their job performance and interest to serve better the customers and clients of the company. They keep in mind the attainment of vision and mission of the organization is dependent on the consolidated performance and effort of every member of the institution. Baruch and Peiperl [37] found out that the MBA degree does have an impact. MBA graduates are better, at least in their self-perception, on a number of measures, and such high self-efficacy may well lead to better performance.

Table 7. Difference on the Impact of MBA program to Job Performance when grouped according to Job Relevance and Increase in Earning

Job Performance	Job Relevance		Increase in Earning	
	t-value	p-value	t-value	p-value
Competence	1.267	0.071	0.975	0.101
Commitment	0.189	0.419	0.489	0.687
Caring	1.182	0.083	1.373	0.071
Credibility	0.995	0.128	1.512	0.069

*Significant at $p\text{-value} < 0.05$

Table 7 reveals that there is no significant difference on the impact of MBA program to job performance of graduates when grouped according to job relevance to business administration and percentage of increase in earning after obtaining the degree as denoted by the computed p-values of less than 0.05 alpha level. This signifies that those graduates with very relevant and much or slightly relevant job to business administration has no difference when it comes to the impact of MBA degree to their job performance. They both experienced almost the same level of improvement after obtaining the degree. Likewise, those graduates who received with estimated less than 10% and greater than 10% changes in their salary have also no significant effect on the impact of MBA program to job performance. It means that different companies have different standards on giving additional salary based on the size and capacity of the company to offer wage increases.

CONCLUSION

The study explores on the employment status of the MBA graduates. All surveyed MBA graduates or 100 percent are presently employed locally during the data gathering. The MBA degree program gives them better opportunity to get new jobs, to be in a regular or permanent status and be considered for a job promotion. Furthermore, salaries and benefits as well as career challenge are some of the common reasons of MBA graduates for staying in their current jobs. They

see themselves in five-years time in the company on how they could handle responsibilities and how far they could move up in the organizational chart.

MBA graduates believed that the MBA program improves the way they perform their respective work assignments in relation to personal and professional growth. It enhances their job performance and interest to further commit their time and effort to better serve the customers.

Human Capital Theory was used in the study to describe the benefits of having advanced degree as part of investment in preparation for whatever higher responsibility in the future.

There is an implication for the professional practice to consider the graduate degrees of the employees for classification and selection for promotion together of course with other relevant criteria as well as in the selection of outstanding employees and giving additional salaries or privileges. So that the employees will be encouraged to take advanced studies and devote their time in lifelong learning activities.

RECOMMENDATION

The Business Administration department may strengthen the delivery of instruction and provide relevant academic activities that would enhance the sense of commitment of the students through improving their leadership skills with exceptional sense of duty and dependability. The strategic management course may provide activities that would enhance the planning skills of managers. MBA Students may conduct benchmarking visit to any company which is an Investors in People Certified institution. This study limited only to the MBA graduates one Philippine Higher Education Institution and the result cannot be generalized as applicable to the entire population of the country. This is just only a representative of very small portion of the entire MBA graduates of the country and further studies may be conducted to substantiate and confirm the findings of the study to a wider perspective and value. Future researchers may conduct investigation on the actual job performance and productivity of the graduates in terms of their rewards and recognition as well as their achievement and contribution in the company and society.

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